Chapter 11

Moving the Force

Contents

RESPONSIBILITIES AND COORDINATION

The support efforts of the division are made possible through movement. Supplies and personnel replacements move from the support bases a tcorps and EAC into the division rear and forward to support the main battle. Personnel evacuate casualties and damaged equipment from the forward area for prompt treatment or repair and return. Movements take place among the forward brigade areas, the division rear, and the corps rear area, and laterally within the division.

Light forces accomplish initial deployment by air using Air Force aircraft. Appendix D discusses deployment by air.

The MCO in conjunction with the DTO coordinates the movement of supplies and materiel from the DSA to the BSAs and return. He also coordinates CSS movements between the corps rear and the DSA, or, in the case of throughput, directly to the BSAs. The division rear CP operations cell assists in obtaining CS resources such as engineer support, NBC reconnaissance and chemical decontamination support, MP support, and fire support for CSS convoys moving into the division rear.

The DTO is responsible for developing and implementing the division traffic circulation plan for both tactical and nontactical movements. He is assisted by the DISCOM MCO and the division main CP operations cell. Based on guidance from the G3, the DTO reserves routes for tactical movements, identifies primary and alternate MSRs, and institutes traffic control measures. Traffic control measures include restricting certain types of movements to specified routes during specified times, designating certain routes as one-way or two-way traffic, and coordinating the establishment of permanent or temporary traffic control posts. If centralized control is implemented, the DTO requires units and the MCO to request movement clearance. He may also institute a movements credit system to control movements exceeding a certain number of vehicles coming from a base or base cluster or entering the division rear from the brigade or corps sectors. The MPs are responsible for MSR regulation enforcement.

To control movements in the division rear the division rear CP designates a movements control FM net, requires units report convoy start and end times by VHF, or relies on information from MP traffic control points or patrols. The division rear CP is able to stop or shift traffic between routes, gather information on enemy and route conditions, and respond to requests for help from convoys encountering enemy activity.

The TMT company and corps transportation assets provide transportation support within a theater of operations to the LID. The AB does so on a mission basis. In addition, the LID uses supplemental Army or Air Force airlift for resupply and displacement of personnel because it has the capability to move only one battalion by its organic helicopters. Coordination for the use of assets to provide aerial delivery of supplies and to move troops is made through the DISCOM MCO to the DTO.

Host-nation support is provided through preexisting intergovernment agreement or obtained through local contract. HNS can take the form of military or civilian support.

TRANSPORTATION SUPPORT CONCEPTS

In order to use the division transportation capability to the maximum, planners employ the transportation concepts discussed below as a basis for all transportation operations. These basic principles of transportation preclude the attachment of TMT assets on a regular or recurring basis to brigades. Such a practice is generally counterproductive and planners avoid it.

CENTRALIZED CONTROL OF ASSETS

The successful operation of an efficient, fully integrated transportation system requires centralized control. The DISCOM MCO performs this function for the DISCOM as a member of the DISCOM commander's staff.

FLUID AND FLEXIBLE MOVEMENTS

One of the key LID support principles is maximum throughput of supplies to reduce time lost through rehandling cargo. Implementation of this principle and effective use of all transport assets is impossible unless the capability exists to divert, reroute, or ensure continuous movement of supplies to assigned units. The MCO maintains constant contact with the DTO, the MSB support operations section, and the TMT company commander to make adjustments when the situation changes in order to maintain an uninterrupted flow of supplies.

REGULATED MOVEMENTS

Maintaining and supporting highly mobile forces greatly increases the requirement to regulate movements as the volume of logistics and tactical traffic increases. Regulation and coordination prevent congestion and conflict of movements. This is especially true when light forces share available airspace and roads with other US and allied forces. The DTO and the DISCOM MCO perform movement control management in the LID. The DTO prepares a highway regulation plan and a traffic circulation plan and schedules the use of the road net by the division. The DTO accomplishes this through informal meetings with representatives from the G3, provost marshal, engineers, DISCOM MCO, corps MCC, and applicable host-nation authorities. The MCO, as an agent of the DISCOM commander, controls the employment of motor transportation assets for logistics and HSS within the division. The MCO coordinates priorities with the DTO.

MAXIMUM USE OF CARRYING CAPACITY

This involves more than just loading each transport vehicle to its maximum carrying capacity. Transport capability not used one day is not storable to provide an increase in capability for subsequent days. Similarly, fully loaded transport equipment sitting idle is just as much a loss of carrying capacity as is a partially loaded vehicle moving through the system. The DISCOM uses backhaul transportation assets to the maximum. This is essential to support the evacuation of unserviceable that is necessary in the LID with its increased reliance on exchange and passback. The normal procedure is to evacuate items as a backhaul mission. The MCO processes requests for evacuation of unserviceable not transported as a backhaul mission as a normal transportation requirement. Drivers use backhaul to evacuate patients not requiring en route medical care.

MOTOR TRANSPORT OPERATIONS

All transportation users forward transportation requirements within the division to the MCO. When division elements in the brigade AC) exceed their organic transport capability, the brigade S4 contacts the FSB which forwards a request to the DISCOM MCO. Division units in the division rear contact the MCO directly. The MCO then balances the motor transport capabilities against the requirements and division-level priorities and commits DISCOM transport assets. The MCO tasks the MSB which is responsible for TMT company operations. The TMT company then furnishes assets to meet requirements.

When division requirements for transport exceed the available capability, the DISCOM MCO coordinates with the DTO to rearrange division movement priorities. If they cannot be rearranged, the DTO contacts the corps MCC or MCT for additional transport to support the division. The DTO forwards routine requests to the supporting MCT and special interest requests to the MCC. Corps motor transport augmentation is provided for sustaining support of the division during extended operations. Figure 11-1 shows the flow of ground transportation operations.

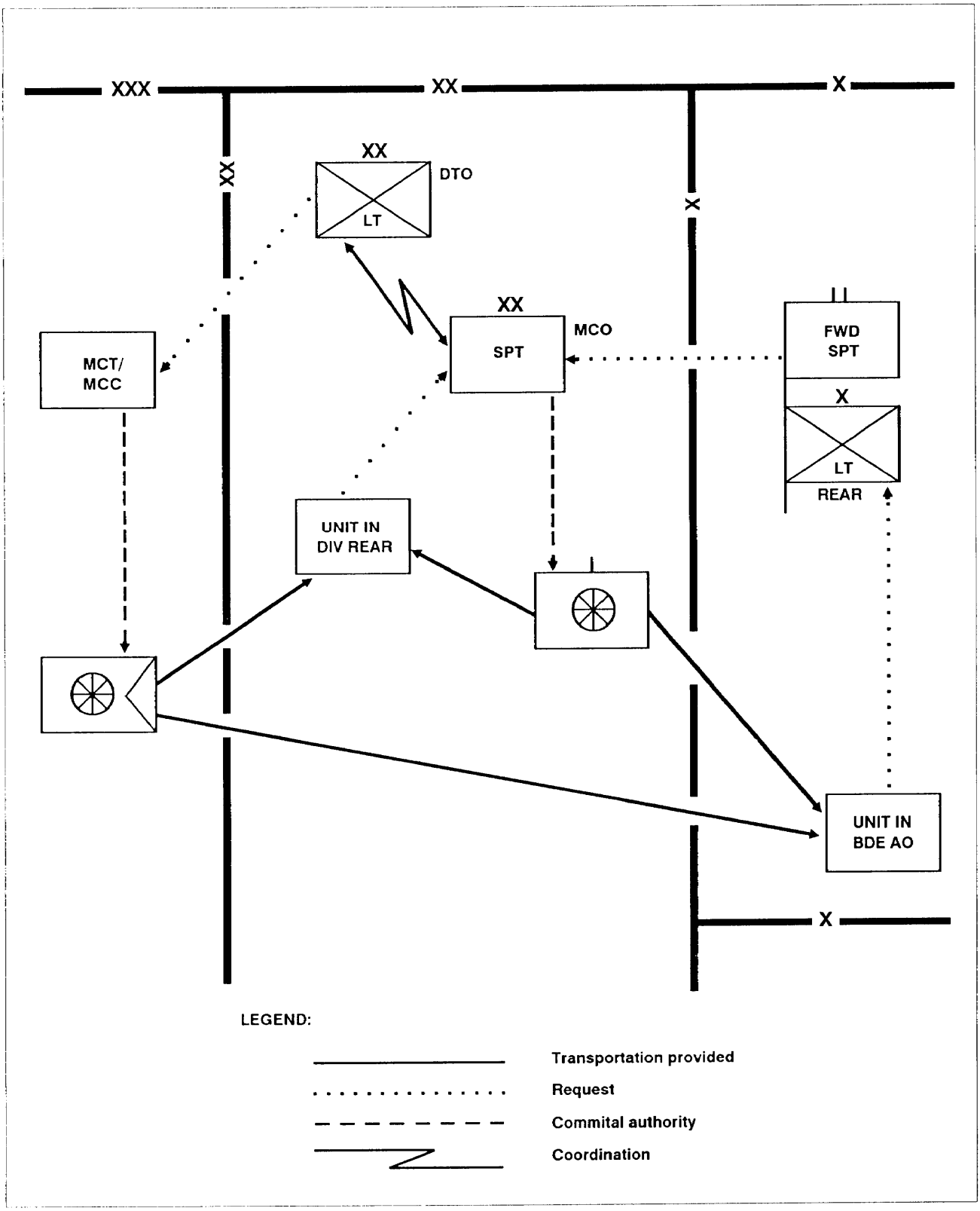

Figure 11-1. Ground transportation operations.

ARMY AIRLIFT SUPPORT

The LID is a tactical force with strategic responsiveness and flexibility. As such, its effectiveness depends on the responsive and flexible movement of supplies. To provide this flexibility, the LID requires the use of division helicopters for resupply. The lightness of the LID was achieved, in part, by greatly limiting the ground transportation capability of the division. The TMT company has 33 5-ton dropside cargo trucks and 8 tractor/semitrailer combinations. Two assault helicopter companies of the AB provide aerial resupply support in the division.

Planners categorize logistics and HSS air movements as preplanned or immediate. Units submit preplanned requests to satisfy programmed requirements and nonprogrammed requirements with 24-hour or more advance notice. They initiate immediate requests when there is less than 24-hour notice, support is absolutely essential to the survival of the unit, or when lack of support will result in complete mission failure.

Users in the brigade AO pass supply requests to the FSB supply point which passes them to the DMMC. The DMMC coordinates with the MCO on the transportation of supplies. Users in the brigade pass requests for transportation of personnel and equipment through the FSB support operations section to the MCO. The division uses organic aviation assets only when ground transport is deemed inappropriate or inadequate. If the MCO determines use of aviation assets is appropriate, the MCO passes the request through the DTO to the G3.

The G3 allocates helicopters on the basis of all aviation tasks by balancing combat, CS, and CSS requirements. The G3 coordinates with the G4 on setting priorities. In doing so, the G3 considers a number of factors. One factor is the small tonnages moved by helicopter compared to the tonnages moved by motor transport. In addition, environmental considerations may limit helicopter cargo-carrying capability or range of operations. On the other hand, helicopters bring speed and timely response to transportation needs. Also, helicopters are not restricted by terrain and can reach forces in areas not accessible by other modes of transportation. The G3 also considers the need to allocate air assets to move critical Class IX supplies and serviceable replacements forward and to evacuate unserviceable reparable to include electronic components and assemblies.

When the G3 commits division helicopters for a logistics mission, the AB sends a liaison officer to the MCO. When part of the AB assets are committed to support the MCO for a certain period of time, the AB receives missions directly from the MCO through this liaison officer. This liaison officer advises the MCO on capabilities and limitations of the aircraft, particularly the lift capability for current environmental conditions. The MCO provides movement requirements including size of the load, pickup and delivery times, location of the pickup and landing zones, and any special handling requirements pertinent to aircraft operations.

If a mission is not supported by the AB, the MCO contacts the DTO. The DTO coordinates with the G3 for additional organic support. If organic support is not available, the DTO passes the requirement to the corps MCC.

Units pass immediate requests for resupply and transportation through logistics channels just like preplanned requests. However, they pass the request simultaneously through command channels from the user to the G3. The G3 approves immediate requests and tasks the AB to perform the mission. At the same time, the G4 coordinates for immediate resupply with the DMMC to task the appropriate supply company to prepare the emergency shipment. If organic support is not available, the requirement is passed to the CMMC and MCC. Figure 11-2 depicts the flow of requests and the supply and transportation support provided when Army aircraft is used.

AIR FORCE AIRLIFT SUPPORT

Preplanned airlift support is available to the LID from the Air Force in accordance with the apportionment provided by the JFC. Preplanned requests are processed through logistics channels. Procedures for processing preplanned Air Force airlift requests are the same as those described for preplanned Army transport requests. A TALO is assigned to the maneuver brigades. The TALO assists the units in developing, coordinating, and submitting airlift requests. Each echelon of command validates the requests.

An immediate Air Force airlift request is processed through command channels in the same manner as an

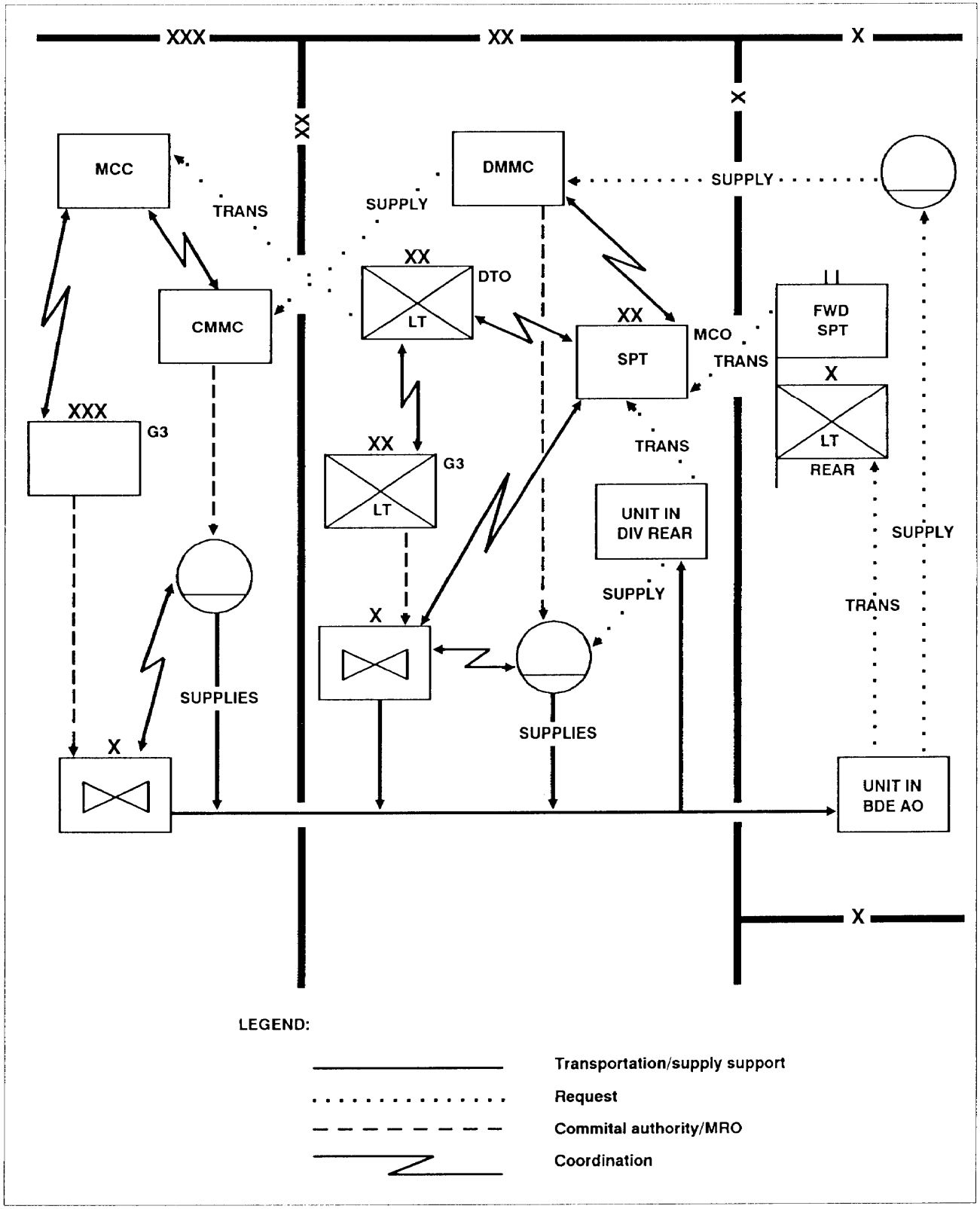

Figure 11-2. Army aircraft transportation and supply operations.

immediate Army transport request. As the request is passed through Army command channels, the TALO notifies the ALCC of the impending request through the advance notification net. Each echelon of command validates immediate requests.

Immediate airlift is the highest priority available. Personnel use it only when it is critical to the survival of a unit or to the accomplishment of the overall ground tactical plan. When possible, airland is the preferred method of resupply because this method of delivery does not require special airdrop equipment or rigging. Figure 11-3 shows the flow of requests and supply and transportation support provided by Air Force airlift support. Additional information on airlift operations is in FM 100-27.

AIRDROP SUPPORT

Airdrop is a mode of delivering supplies and equipment from aircraft to ground elements. Airdrop resupply is used to deliver supplies and equipment to combat, CS, and CSS units when no other delivery method is feasible. While airdrop is classified as a service, it provides a critical link in the transportation system. Airdrop resupply operations are used to extend all LOCs. They are extremely important during the early stages of hostilities since ground LOCs and forward supply points are priority threat targets. Later, airdrop becomes more important as the combat intensity increases and the depth of the battle is extended.

Airdrop may offer several advantages over other methods of delivering supplies and equipment. The primary advantage is that it can be used when no other means is available for transporting needed supplies and equipment. It results in less handling and shorter shipping times. Supplies are delivered in one lift directly from the corps area or the COMMZ to the requesting unit near the FLOT. In contingencies, where stocks have been prerigged, supplies can be throughput directly from CONUS. Flying time and aircraft exposure are reduced in comparison to airland operations. The need for forward airfields is also reduced.

As a rule the airdrop of supplies and equipment is a joint effort of the Army and Air Force. Army elements are responsible for providing the required supplies and equipment as well as the rigging equipment to include parachutes, platforms, and containers. The Army is responsible for rigging the supplies for airdrop and delivering them to the departure airfield. The Air Force is responsible for loading the rigged supplies onto the airdrop aircraft, although Army personnel routinely assist the Air Force in loading the aircraft. The Air Force is responsible for flying the mission, Army personnel control the drop zone. However, if Air Force combat control team personnel are available, they provide navigational assistance to the aircraft.

Airdrop resupply missions, whether they are freedrops, high-velocity drops, low-velocity drops, or low-altitude parachute extractions, are either preplanned or immediate. Preplanned missions are routine type requirements while immediate missions are emergency in nature. Preplanned requests are also used to support contingency operations during the initial insertion of a combat unit. This is especially true when the LID is sent into an area with an undeveloped logistics base. Preplanned operations are also used to support a deep attack or any other operation in which LOCs are stretched. Immediate requests result from unanticipated, urgent, or priority requirements. Requests are validated. The ALCC then finds aircraft by diverting or canceling preplanned missions or by generating a standby sortie. These missions are critical to the tactical mission or the survival of a unit. They are completed at the required time and date if at all possible.

Personnel process preplanned airdrop missions through G4/S4 channels in coordination with the DTO since the missions are based on known or projected requirements and programmed in advance. They process immediate airdrop missions through G3/S3 channels since the missions result from unanticipated, urgent, or priority requirements and time is the critical factor. The only other major difference is that immediate requests are also forwarded through the Air Force airlift advance notification/coordination net to allow the ALCC to identify the aircraft to use for the immediate mission early. In either case, when the requirement is passed to the corps, it is considered validated by the division. Personnel coordinate with logistics elements at each echelon if time permits.

Normally an airdrop request originates at the company or battalion level. The battalion passes the request to the brigade. The brigade quickly checks with the FSB to see if an alternative to the airdrop resupply mission is available. If an alternative is not available, the request is

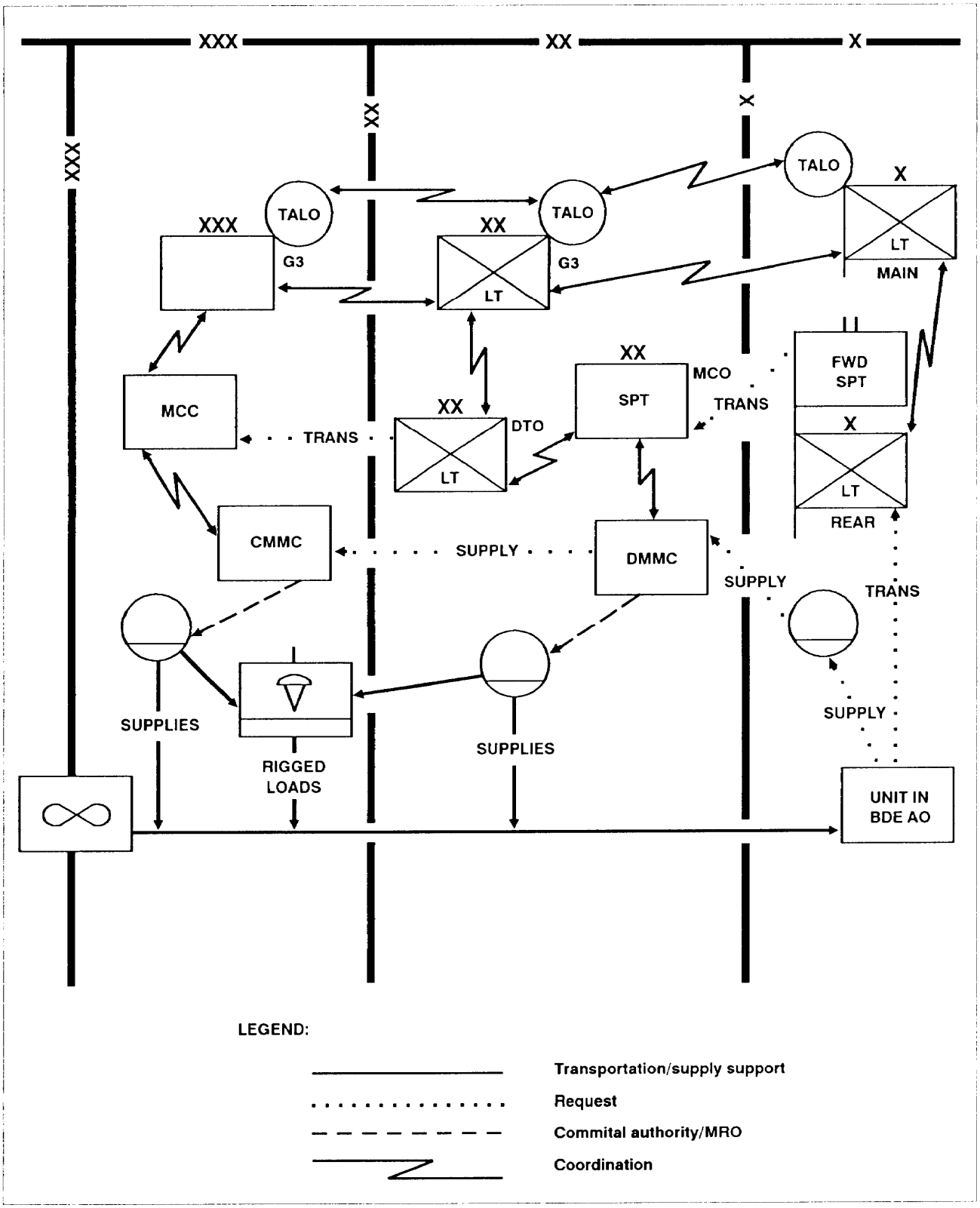

Figure 11-3. Air Force airlift and airdrop support.

passed to the division. The G3/G4, DMMC, DTO, and MCO determine if an alternative to airdrop exists. If not, the request is passed to the corps. Figure 11-3 depicts the airdrop request flow.

The unit receiving airdrop resupply support is responsible for —

- Determining the supplies and equipment needed. The hazards involved in conducting the airdrop resupply mission influence the quantities requested. For instance, the immediate need is often ammunition. However, the unit may also need water, rations, or medical supplies. All these supplies are requested at the same time. It is better to deliver more supplies than are actually needed than to make a second airdrop within a few days.
- Determining the desired time and date of airdrop. When setting the time and date, units keep in mind that the request is passed through channels to the corps. At the corps level, supplies are identified, delivered to the airdrop support unit, rigged for airdrop, delivered to the departure airfield, loaded aboard delivery aircraft, and flown to the drop area. Unless the supplies are on a preplanned request, it usually takes more than eight hours to receive the resupply by airdrop.
- Selecting, securing, preparing, and marking the drop zone. See FM 10-27 for additional information on drop zone criteria.
- Controlling the drop zone. Most airdrop resupply operations are conducted without an Air Force combat control team. Therefore, the receiving unit operates the drop zone. The receiving unit appoints a drop zone support team with a C2 cell, a recovery clement, a transportation element, and a security element. The leader is a graduate from a drop zone support team leader training program. The team is responsible for all operations at the drop zone to include communications with the Air Force crew flying the mission. Drop zone support team equipment should include vehicles, radios, MHE, an anemometer for ground winds, lights and beacons, smoke-generating equipment, night observation devices, and tools to destroy or bury the airdrop equipment if necessary.
- Recovering the supplies and equipment provided by airdrop. The recovery element retrieves the supplies and a transportation element gets them to the required locations quickly.
- Recovering, retrograding, or destroying airdrop equipment used in the airdrop. Airdrop equipment is expensive and in short supply. Therefore, the drop zone support team makes every reasonable effort to recover, protect, and return the airdrop equipment to the FSB supply company. TM 10-500-7 has additional information on airdrop equipment recovery. If the situation prevents recovery, efforts are made to destroy or bury the equipment to prevent its use by enemy forces.

When the delivery arrives in the BSA, the FSB reports the items to the DMMC and retrogrades airdrop equipment to the salvage collection point operated by the MSB in the DSA. The DMMC coordinates with the corps to move the airdrop equipment to a collection and classification point in the corps where it is repaired and returned to the supply system.

FM 100-27 contains multiservice doctrine on airdrop. Airdrop planning factors are in FM 101-10-1/2. FM 57-230 has more information on drop zone operations.

DISCOM MOVEMENTS

Providing continuous and responsive support represents a significant challenge to the DISCOM commander. DISCOM units located in the DSA are prepared to move once every three days or less. The AMCO is prepared to move once every three to seven days. DISCOM units located in the DSA have the capability of moving 50 percent of their organic equipment and supplies (excluding reserve stocks) in a single lift. DISCOM units in the BSA are 100 percent mobile and prepared to move once a day. Some of the elements of the DISCOM are almost always involved in some stage of movement from planning the next move to completing the last one. FSB elements are especially proficient at movement techniques.

Frequent moves are required for two reasons. First, the DISCOM elements remain close enough to supported units to maintain responsive support. In addition, for security purposes the DISCOM relies on frequent moves. The FSB, for example, maintains an adequate distance from the FLOT – 25 to 30 kilometers – and does not provide a stationary target for the enemy. How often it moves depends on a variety of factors including the type of tactical operations, enemy activity or capabilities, the rate of movement of the FLOT, and the terrain.

However, BSA units are prepared to move every 24 hours if required. The actual determination of when to move is made by the brigade commander with the FSB commander providing advice.

Moves are not conducted just for the sake of moving. Support operations are disrupted by moves. This disruption is only justified by security considerations and maintenance of proximity to supported units. Short moves (about 5 kilometers or less) which are considered to stay close to supported units, as opposed to security reasons, are avoided in most cases. The benefit of shorter support distances is weighed against the cost of disrupted support operations. All movements are cleared through the DTO.

The DISCOM S2/S3 develops the movement annex to the OPLAN/OPORD in accordance with FM 101-5 and the tactical SOP. The S2/S3s of the subordinate battalions and the maneuver brigades also develop the movement annexes to their OPLAN/OPORDs. The FSB commander ensures that a BSA move is coordinated with subordinate elements and the DISCOM. All supported elements are aware of when support operations cease at an old BSA, where the new site is located, and when operations begin there. Supported units recognize that support operations are degraded while elements move. To minimize support disruption, however, DISCOM elements move in echelons. Operations at the new site begin before the old site is completely closed out.

Downloaded supplies at supply points and disabled equipment at maintenance sites cause mobility problems. Personnel evacuate disabled equipment not reparable before the move. In the offense, an alternative is to leave it (after proper coordination is effected) for advancing maintenance elements to repair. As much as possible, supplies are uploaded, especially in the BSA. For all transportation requirements beyond the DISCOM's capability, the DISCOM S2/S3 requests additional support through the MCO. The FSB commander also requests additional support through the MCO when the BSA moves.

When the DSA moves, the DISCOM S2/S3 selects the type of motor march used in coordination with the division rear CP. When the BSA moves, the FSB S2/S3 selects the type of motor march. A close column is one in which elements are formed as compactly as possible, usually 67 vehicles per mile. This reduces time and allows better control with fewer guides, escorts, and markers. However, it is easier to detect, causes traffic congestion, and makes quick dispersion difficult. It is normally not used during daylight. Then, an open column with more widely spaced elements, usually up to 20 vehicles per mile, is used. However, this technique makes control more difficult. The third type of march is infiltration. With this type, vehicles are dispatched individual1y, in small groups, or at irregular intervals for maximum security. Usually ten or less vehicles are dispatched per hour. This type takes more time and is harder to control. However, it is also the best way to move when the enemy has air superiority.

The DISCOM/FSB S2/S3 coordinates with the division/brigade rear CP to determine just where the DSA/BSA elements fall in with the division/brigade rear CP elements. Each subordinate company commander in the DISCOM acts as a march column commander. Each march commander in turn organizes his march column according to certain guidelines:

- Each march column is a mixture of the various elements in the DISCOM.
- Slower, heavier vehicles are assigned positions in front.
- Control vehicles are not placed according to a set pattern.
- Recovery vehicles are placed in the rear.
- Gun vehicles are normally placed near the front and near the rear.
- All air approaches are covered.

Each march commander is responsible for providing strip maps to all drivers and briefing all convoy personnel on the –

- Convoy chain of command.
- Convoy route.
- Rate of march.
- Vehicle intervals.
- Accident and breakdown procedures.
- Immediate action security procedures.
- Blackout condition procedures.
- Location of HSS.
- Location and identification of destination.
- Time schedules.
- Arm and hand signals.
- Radio frequencies and call signs for control personnel, security force commander, fire support elements, reserve security elements, and medical evacuation support.

For convoy control, the DISCOM/FSB S2/S3 establishes a convoy command net including the security force commander, march commanders, serial commanders, recovery vehicles, and trail party commander.

A complete DSA/BSA movement SOP makes planning quicker. A sample SOP is included at Appendix L of FM 55-30. Items in the SOP include –

- Duties of the convoy commander and control personnel.
- Convoy organization.
- Weapons and ammunition to be carried.
- Hardening of vehicles and protective equipment for personnel.
- Preparation of vehicles.
- Counterambush techniques.
- OPSEC measures.
- Procedures for halts.
- Maintenance and recovery procedures.
- Actions at release points.

CONDUCT

A move is usually initiated by a FRAGO issued by the supported division/brigade headquarters. The DISCOM/FSB S2/S3 issues a warning order to all DSA/BSA units. Each unit reports its vehicle, supply, and maintenance work load status to the DISCOM/FSB S2/S3 and division/brigade rear CP who use the information to finalize the convoy organization, compute additional transportation requirements, and perform required march computations (Appendix F, FM 55-30). They ensure load plans are changed to accommodate current operational status.

The division/brigade headquarters normally prescribes the route. It uses a map reconnaissance in such cases to confirm checkpoints, identify problem areas, and begin planning positioning of elements in the new DSA/BSA. If the route is not prescribed the DISCOM/FSB S2/S3 briefs the reconnaissance team on the displacement plan and provides the team with a strip map and designated MOPP level and notifies headquarters of the route selected.

If the enemy has an NBC capability, the reconnaissance party wears the designated MOPP gear and monitors all radiological and chemical detection devices. It performs duties to —

- Verify map information.
- Note capabilities of bridges.
- List significant terrain features and possible ambush sites.
- Compute travel times and distances.
- Perform the route and ground reconnaissance of new site.
- Produce a strip map.

When they receive the warning order, DSA/BSA units begin to break down tentage, heaters, and sleeping areas. They load equipment according to the individual unit loading plans. They also begin taking up wire and policing the area. The medical company increases evacuation to reduce the patients in the holding area requiring movement. Maintenance companies also increase evacuation if possible. Customers top off Class I, III, V, and IX levels before supply points close out. All units begin uploading supplies and equipment as much as possible.

The quartering party moves before the main body. It consists of representatives from each unit and subelement. If time is available, advance elements arrive at the new site shortly before the rest of the quartering party to do a quick security check. Duties of this element include the following:

- Conduct a security sweep of the new site to ensure the area is free of enemy forces.
- Conduct an NBC survey to ensure the area is free of contamination.
- Establish LPs, OPs, and dismount points.
- Establish communications with the old location and notify the command of the results of the sweep.
- Select individual and crew-served weapon fighting positions.
- Facilitate arrival of the rest of the quartering party.

The quartering party prepares the new DSA/BSA for arrival of the main body. It has enough assets to –

- Increase security by manning key points along the perimeter.
- Establish communications with parent and higher headquarters.
- Establish a jump CP.
- Select locations for unit vehicles, work sites, and tentage.
- Establish land-line communications among the BCOC, unit CPs, dismount points, LPs and OPs, and other critical sites.

- Position personnel to guide arriving units from the main body from the RP to preselected locations.
- Position chemical alarms.
- Ensure personnel follow dispersion and other countersurveillance measures.

Representatives of other units in the DSA or BSA are required in the quartering party to reconnoiter new sites and begin preparations for occupancy. They notify the jump CP of problems with the new positions. The jump CP reports to the DISCOM/FSB S2/S3 when it is prepared to begin operations. It also relays any information the commander needs to change movement plans.

The main body begins the move in accordance with the OPORD issued by the division/brigade rear CP. The serials plan to move by echelon. The DSA cannot displace in a single lift. Planners never include an entire DISCOM company in a single serial. Otherwise, loss of a serial eliminates all of the capability in a functional area. In addition, if the whole company is moving at the same time, continuity of support is not achieved. However, planners do not fragment individual elements too much due to austerity of communication assets. The first serial or serials include elements of critical support points. These consist of–

- Class III, V, and IX elements.
- Maintenance elements to set up a new MCP.
- Medical treatment assets to provide EMT and ATM at the new site.

The DISCOM/FSB S2./S3 is responsible for ensuring the shift to the new support base is thoroughly coordinated with all supporting and supported units. Deliveries are directed to the new site at the right time, and units should know where the new sites are and when to begin using them.

Typically, for BSA moves, trains are likely to move next. The remaining elements of the DSA/BSA cease operations not already stopped. They upload the rest of their materiel, disconnect and pick up the rest of their wit-c, break down their camouflage, and move out with permission of the CP. The DISCOM/FSB CP and the division/brigade rear CP then transfer control to the jump CP break down their equipment, and move out.

The trail party closes out any remaining operations, ensures the old site is clear of evidence of intelligence value to the enemy, and moves to the new site. This party includes maintenance elements to deal with disabled vehicles from the rest of the convoy. It also picks up guides and markers along the route. Personnel complete all actions within the parameters in the tactical SOP.

When the main body closes, ideally during the hours of darkness, the quartering party meets it and guides elements to their designated positions. Work then follows the priorities set by the commander in the movement and occupation order. Establishment of hasty defense has priority over the CSS mission. A suggested sequence of tasks for the main body is to –

- Position crew-served weapons.
- Prepare primary fighting positions.
- Clear fields of fire and prepare range cards.
- Emplace wire, mines, and other obstacles, and cover them by fire.
- Select composition of and position for reaction force.
- Select and prepare alternate and supplementary positions.
- Finalize base defense plan depicting base layout, sectors, fields of fire of crew-served weapons, obstacles, and fire support plans.
- Implement reconnaissance and surveillance plan.
- Emplace sensors and early-warning devices.
- Prepare protective positions adjacent to work areas.
- Prepare and rehearse reaction force.
- Submit base defense, obstacle, and proposed fire support plan to BCOC or, if an independent base, to the division/brigade rear CP.
- Coordinate with adjacent bases.
- Plan deceptive measures. (See Appendix F.)
- Make the new support points fully operational.
- Take control from the jump CP.
- Ensure base commanders report to the BCOC on readiness and provide the BCOC with a base sketch.
- Finalize communications among units.
- Erect work areas.
- Camouflage vehicles and installations. (FMs 5-20 and 8-10 have information.)

The division/brigade rear CP reports to the division/brigade main CP that the move is complete.

CONVOY TECHNIQUES

The DISCOM commander is responsible for ensuring all DISCOM elements practice good convoy techniques. All practice good march discipline. This includes following traffic regulations, responding to all

signals, keeping proper distances, and practicing good security measures. Drivers also know what to do in case of mechanical failure. Drivers move the disabled vehicle off the road and notify the march element commander. They perform unit maintenance operations within their capability. Maintenance beyond the driver's capability is performed by mechanics in the trail party. FMs 55-30 and 55-15 have more details.

DISCOM elements frequently move at night. Therefore, DISCOM personnel need knowledge of night convoy techniques. The DISCOM/FSB commander decides whether or not to move under blackout conditions. Blackout moves reduce the probability of enemy observation but make the convoy more vulnerable to ambush and sniper fire. They also contribute to driver fatigue. In any case, night moves require greater coordination and additional radios. More information is in Chapter 5 of FM 55-30. In addition, if the convoy crosses a contaminated area, it follows the procedures prescribed in FM 3-3.

CONVOY DEFENSE

A key consideration in movement is security. The DISCOM's limited self-defense assets make convoy defense a challenge. The division/brigade rear CP coordinates closely with the supporting MP unit to provide convoy security whenever possible. However, DISCOM elements take proper measures throughout the move, including during halts. The division/brigade rear CP also coordinates fire support in advance with the fire support officer to get a priority of support for the convoy. The fire support officer is informed of start and release points, time schedules, checkpoints, and convoy size. He sets call signs, frequencies, and other required signal information. Convoy commanders use information from the reconnaissance to plan fires. They coordinate and rehearse actual call for fire and adjustment to fires. FM 55-30 has details.

Movement on an open road makes a convoy very susceptible to air attack. Since the DISCOM lacks significant firepower, passive defensive techniques are critical. Personnel do not use closed columns during daylight. They use tarps and bows to disguise the shape of lucrative targets. Personnel cover portions of vehicles that reflect light. Drivers scan the surrounding areas for objects to use for cover and concealment if ordered to disperse. In addition, soldiers scan for aircraft. (Search and scan procedures are in FM 44-3.) Personnel use radios minimally.

If attacking aircraft are spotted, the convoy commander chooses to halt the convoy, continue to move, or disperse. A halt makes the convoy harder to spot, but if spotted, it becomes easier to hit. If the move continues, vehicles are easier to spot but harder to hit. Also, fewer soldiers are available to provide small arms fire. Proper dispersion makes it harder for pilots to make multiple hits. However, it is easier for the pilots to spot targets as vehicles move to dispersion positions, and it is more difficult to continue the move after the attack.

Though the DISCOM has limited firepower, small arms defense can be effective against low-flying aircraft. The key is to put up as much volume of fire as possible; all available weapons are concentrated on the aircraft.

Passive defense against artillery or indirect fire is similar to that discussed above. Active defense consists of coordinating air or artillery fires or directing fires against the enemy forward observer if located. Immediate reporting of incoming artillery is critical, so counterbattery radars can be activated.

Commanders have a plan to avoid ambushes whenever possible and minimize the effects by protecting vehiclws and personnel. If the convoy is ambushed, vehicles in the kill zone drive out if possible. Personnel abandon disabled vehicles in the kill zone or move them if they are blocking the road. Vehicles not in the kill zone do not attempt to pass through it. Personnel dismount and take up defensive positions. If support is available, calls are made for artillery or air fire on enemy positions or for reaction forces to counter the attack. Details on all aspects of convoy security are in FM 55-30.

EMERGENCY MOVES

In addition to conducting routine moves as described above, the DISCOM has an SOP coordinated with the division/brigade rear CP for conducting emergency moves. Personnel use these procedures when the DSA/BSA is directly confronted with a Level III threat.

Each DSA/BSA identifies personnel, vehicles, and equipment to immediately move out to a predesignated rally point. These elements are capable of providing limited support in critical support areas – Class III, V, and IX; maintenance; and medical treatment. Included is a small CP element to assume immediate command of these critical elements at the rally point.

The move is initiated by a transmission over all available nets as well as a prearranged visual signal or sound. At the signal, all elements come up on the command net. Elements not designated for immediate movement load up essential items (such as weapons, maps, and communication assets). They leave tentage, camouflage nets, and supplies on the ground. Nonmedical supplies and equipment are destroyed to prevent enemy capture when ordered.

In order for such moves to prevent destruction of the division's support base, the SOP thoroughly spells out responsibilities and actions taken and is coordinated with all DISCOM elements. Training is also required to make the plan work. In addition, the BCOC designates and makes known to all DSA/BSA elements alternate rally points every time the DSA/BSA moves.